



NATIONAL POLICING STRATEGIC FRAMEWORK



"With you, making Mauritius safer"

Summarising the Plan

Moving from a 'Force' to a 'Service'



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UNODC

United Nations Office on Drugs and Crime

Our Vision

“With you, making Mauritius safer.”

Our Strategy paper sets our plan to take the Mauritius Police Force forward to respond to the challenges of the 21st century through six areas of development intended to bring about a fundamental shift from a ‘Force’ to a ‘Service’.

There are six key pillars to this shift:

- **Community Policing**
(greater accountability to the community)
- **Achieving a Human Rights Compliant Organisation**
(a commitment to professional standards)
- **Human Resource Management Capability**
(modernising our human resources management)
- **Permanent Strategic Planning Capability**
(strategic direction at Force and Divisional level)
- **Intelligence-Led Policing**
(development of proactive responses)
- **Enhancing Reactive Capability**
(a step change in the quality of our reactive activities)

This paper summaries the work and changes necessary to achieve the improvements we seek.

The Background

The context of policing in Mauritius is no different to other larger democracies. Crime has become more complex in its nature and offenders have become more sophisticated. The public and victims have rightly become more demanding for local service and about how we carry out our work; performance in tackling crime and public safety is fundamental to a thriving economy. Larger and more mobile and anonymous societies, coupled with the growth of illicit commodity, crimes have rendered traditional investigation methods less successful.

Our response to crime, though, is only one part of our responsibilities; we have international responsibilities, national issues of security and disaster response and a domestic requirement to prevent civil disorder, facilitate traffic and reduce road casualties.

Police services in every democracy are finding that they have to respond to these changes. Mauritius is not alone in this regard and our Strategy is intended to progressively improve the way in which we do our work at a pace that we can both manage and afford. There will need to be some simple changes to our internal structure, some more complex developments in our processes and systems and above all, energy driven into how we conduct ourselves and deliver our services to the people of Mauritius. This will need changes to our culture.

The whole plan cannot be achieved quickly. Some structural changes can be made speedily; indeed, we will introduce a new strategic planning unit at the beginning of 2010 to drive on the process of change. But the changes in processes and the development of systems for modern policing need both care and a measured approach; taking the best experience from around the world and using what is right for Mauritius.

However, the cultural change within our organisation must be acknowledged as challenging. There is much of which we can be proud. We shall hold onto that but at the same time, address those areas of concern which have been raised and prepare our people for new skills and ways of working.

Making our Strategy Clear

In order to manage the extensive work before us, we have set out our intentions in a number of ways.

First, we have produced a Strategy. That is set out in a simple short document which is available for everybody to see.

Second, we have separated the required developments into the six key Pillars described above. These Pillars are used to help break down the extensive work required into manageable components and explain what our service to the public will be, how we will deliver it and how we manage and conduct ourselves. The Pillars are, however, all interrelated and no single Pillar is more or less important than the others.

Third, we have produced a 'Blue Print' for each Pillar setting out in detail our planned changes.

Fourth, we have produced this document, which is not the Strategy document, but aims to summarise and explain the main elements of our plan.

Community Policing - greater accountability to the community

Policing in a democracy is underpinned by the principle of public consent - without the support of the public in reporting crimes and incidents, sharing their knowledge on perpetrators of crime, anti-social behaviour and public disorder, the Police alone cannot be successful. Community Policing is used in many countries to improve and then maintain the relationship with the public and to ensure that the community's concerns form part of local policing.

Community Policing was initially introduced in the Mauritius Police Force in 1994 and after two years of ad-hoc implementation, it was discontinued. However in 2003, it was reintroduced under the name of Police Public Partnership Programme (PPPP). It was never properly structured such that the community could be actively engaged in order to better understand their concerns, priorities and apprehensions. The time now has come when Community Policing will be set as the primary service delivery method of the Mauritius Police Force. Our motto will be:

- *"We engage and ask"* - (Engage with the community - consultation).
- *"You say and we listen"* - (Listen to the community to really identify priorities - community expectations)
- *"We perform"* - (Attend to priorities using available resources - response).

The driving force behind Community Policing will be to work in partnership with the community to improve our services. First and foremost, we will provide customer care at every point of contact. Second, we will, through effective community engagement, identify both local and individual priorities. The aim is to understand the people we serve, the services they need and to design and deliver those services.

Putting community needs and priorities first will be at the heart of our local policing. The driving force of our Community Policing is to involve local people, other government agencies and volunteers in identifying priority problems and finding solutions to them. It will be our duty to listen to those who live with problems in as much as they are best placed to find long term solutions. We will therefore, set up a permanent forum at neighbourhood level where the police and the local community meet on a bi-monthly basis. Due care will be given to ensure that the views and opinions of a cross section of local population are heard including small groups who may have different needs and views. In addition, we believe that the existence of regional police advisory councils will be a further valuable means of ensuring our services meet the needs of the community.

Crime analysis set up as part of the development of proactivity will help us to provide more accurate information to the community about crime in their area. The march of time has shown

that Police Officers have a tendency to pay greater attention to investigation and prosecution rather than prevention. Reactive policing and crime detection are firmly ingrained in our system, where there is a strong assumption that arrests and detections are more exciting than prevention. Community Policing will redress this balance. Whilst we expect public confidence will increase the flow of information about reported crime, our focus will be on crime reduction and we will use our community contacts to identify vulnerabilities that need resolving and individuals who are at risk of becoming offenders; the aim being to change them before they engage in criminal acts.

For Community Policing to achieve the status of the primary method of service delivery, four components are required.

- i. The creation of a permanent forum where the police and local community meet regularly on a bi-monthly basis;
- ii. dedicated and locally devolved officers who are familiar with the neighbourhood and are visible, accessible and well-informed;
- iii. the use of crime ‘signals’ to gather information that ensures the targeting of problems that matter most to the local people. In so doing, public problems become policing priorities; and
- iv. joint actions are undertaken to find solutions involving stakeholders.

It is essential that the Public have a clear understanding of what they can expect in terms of a response to calls, access to service, dealing with complaints and dissatisfaction as well as victim support. Presently, we have a citizen charter which informs the public of the quality of service they can expect. We will revisit the charter and initiate necessary measures to develop a Policing Pledge. The Policing Pledge will be a “contract” between the Police and the Public we serve.

The goal is to provide a high quality service to the community but also to reduce crime. This will reduce pressure on reactive and proactive policing enabling our officers to find additional time to focus on major cases. To achieve this, we will utilise the Divisional Tasking and Coordination structure. Information from stations concerning community fears and needs will be passed to the Divisional Planning Units and will feature on equal terms with other agenda items before the Tasking and Coordination Group.

Service to Victims

Part of the difference between a Force and Service is transparency and openness. Victims are entitled to know the progress of their case and the final outcome; the community is entitled to

know what action is being taken on local problems. This requires us to introduce new standard administrative procedures for individual cases and a role for the sharing of knowledge in community policing. To re-orientate our policy for victims of crime, we will consider the publication of a Victim's Charter. This will guide police officers in their understanding of the service required especially in handling victims of repeat offending, women victims of violence, child victims and other vulnerable groups.

We have already made a start on Community Policing but we have reviewed how that has been working. Now is the time for this to be adopted as the principal method of service delivery across the country with a new commitment to local teams, listening to local people and committing to local priorities. This will no longer be a segmented activity but the mainstream method of interaction between us and the community. This will provide a much greater level of accountability to the public so they will feel that policing exists for them and not the State.

Achieving a Human Rights Compliant Organisation - a commitment to professional standards

We face pressures for change. We are the subject of some criticisms over the way in which we are perceived to carry out our duties and on our performance in certain areas. There is also the pressure from Programme Based Budgeting (PBB) that requires us to be more accountable through targets and budgets fixed to plans.

In order to meet the above challenges, we want to engage in a fundamental paradigm shift from the concept of Force to Service. This means that we must be prepared to respond to the aspirations of the people of Mauritius who want to see the development of a Police Service imbued with democratic values, working within the law, respecting and protecting human rights, the rights of small groups, assuring law and order and security and instilling public confidence through transparency, openness and accountability.

The move from a Force to Service is not just about amending the laws and effecting a change of name from "Mauritius Police Force" to "Mauritius Police Service". Nor is it just a change in logistics such as changing of emblems and badges. It is primarily a major **cultural** shift; about recognizing that one of the fundamental principles of policing in a democracy is that of **servicing** the people. We therefore will have to ensure that this concept of **service** is paramount.

Whilst the Blue Print on '*Achieving a Human Rights Compliant Organisation*' proposes some structural and procedural changes aimed at promoting the cultural shift, the majority of the changes which will complement the cultural shift will be embedded in the other five Blue Prints. Professional Standards do not exist in a vacuum rather in excellence of performance and adherence to due process in everyday work. All developments within the other Pillars will therefore be made with those ideals in mind.

To add impetus to the development of excellence in the other five Pillars and as a focus of energy on this issue, we will set up a Professional Standards Department (PSD). The PSD will work closely with the Police Strategic Planning Unit and will have strong links with the other pillars of the reform program.

The main role of the PSD will be to promote our values and to educate all staff on the importance of undertaking a commitment regarding how we conduct ourselves so that we gain the confidence of the public to whom we are ultimately accountable. It will do this by three major strands of work:

- identifying and setting clear procedures, protocols and standards of behaviour (in all areas of work) that will eventually guide our officers to deliver the service required by the people of Mauritius;
- considering the underlying issues in every complaint against the Police and identifying causes of mistakes where systems need improvement or change; and
- linking with the new Tasking and Coordination process to ensure that good practice is spread over the whole Force.

The key messages which the PSD will communicate to our staff will serve to reinforce Professional Standards. Our staff will be educated to understand that Professional Standards is all about:

- Giving the public and our staff confidence in the organisation;
- Improving customer service;
- Promoting success and learning lessons from past mistakes;
- Promoting good leadership and supporting managers;
- Upholding standards through objective and proportionate investigation into cases of complaints against the Police;
- Preventing corruption;
- Promoting a culture of accountability; and
- Raising awareness of security and the need to challenge those who jeopardise security.

It follows that the PSD will be an accessible point for public, institutions and our officers who wish to raise concerns about processes, procedures or individuals.

Human Resource Management Capability - modernising our human resources management

The most important asset in any organisation is its people. In service organisations, the quality of service delivered is very much dependent on how those who deliver the service are trained, developed and managed. The proper management of an organisation's Human Resource (HR) is best achieved by adopting an integrated approach. That is looking at the HR functions holistically so that there is coherence between them (achieving horizontal integration) and that HR policies and practices are in line with the organisation's overall strategy (achieving vertical integration).

With the posting of a number of officers from the Ministry of Civil Service to the MPF, the organisation set up a Personnel Division to replace the then existing Records Office. However, functions carried out so far have been mainly administrative in nature such as HR record keeping in connection with personal records, salary, leave, retirement benefits etc. We have, therefore, not advanced beyond administration.

Our goal is to ensure that the organisation has the right staff, at the right time, in the right numbers, at the right place, with right knowledge, skills and attitudes, to do the right things within the right organisational environment so that it can fulfil its mission and meet its strategic aims and objectives.

In order to achieve this goal, we must make the Personnel Division play a more strategic role in the management of the Human Resources of the organisation. This will be undertaken by enlisting the support and expertise of the present civilian staff and addressing:

- HR planning,
- recruiting and selection,
- learning and development of officers,
- the promotion system,
- performance management,
- rewards and retention policy, and,
- discipline.

Such developments cannot be addressed simultaneously. Our plan does not purport to bring remedies to all shortcomings in HR practices at once, but attempts to address some of them at this point in time. As the practice of strategic HRM in the MPF gains momentum and confidence, other pertinent and far reaching issues will be addressed. We consider it will take time to put in place an effective HRM system which is capable of motivating staff to deliver at their best level. Accordingly, the implementation of this HR strategy has been spread over the short, medium and long term.

The short term ambitions (2010) are to lay the foundation for each of the above seven areas of development with a reorganisation of the HR Division and completion of their computerisation process. Early developments with the creation of Divisional Training Units will assist the “Enhancing Reactive Capability” Pillar with facilities for crime investigation training; management development will support the introduction of Tasking and Coordination and an examination of the working environment will clarify our goals for supporting officers in stressful situations and enhancing retention.

Medium term ambitions (2011 and 2012) will see the development in each of the seven areas for action. We will begin demand and supply analysis, forecasting and the identification of skills gaps. Improvements to the recruitment, selection and promotion processes will be discussed with the Disciplined Forces Service Commission and internal issues of discipline, retention and performance will be addressed.

Long term ambitions (2013 to 2015) will include aiming at a self appraisal system and the development of a feasible career management process.

Permanent Strategic Planning Capability - strategic direction at Force and Divisional level

We will deliver our service to the public by three major service delivery methods: **community policing, reactivity and proactivity**. However, to get the maximum benefits from the planned changes and ensure total integration between these three service delivery methods, developments are necessary to the way in which we manage ourselves.

This is necessary because of the changing nature and increased complexity of our work. Whilst some aspects of police work have not changed, we see, in places, increasingly sophisticated offenders who adapt to circumstances and opportunity; we see displacement of crime and the potential for our economic developments to bring opportunities for offenders from overseas. These should not deter us but it does require us to make a fundamental change to our management style so that we are able to identify and respond to trends, problems and developments.

In addition, we have targets set under the PBB which must be achieved. It is no longer sufficient to have managers seeing their duty as simply the deployment of resources to meet demand and the satisfactory completion of particular investigations or a day’s activity. Those things are still important but the role of managers within the Mauritius Police Force will be to tackle problems. That means looking beyond bare statistics to a greater understanding of what is going on and the causes.

By being more aware and having strategic management processes, we can become a more forward looking organisation, identifying current and future needs, providing clarity about our priorities, improving the quality of our response and being better prepared. We can develop from an organisation that is currently focused on today's problems to one that is both dealing with today's problems and intending to make tomorrow better.

The way in which we will bring about this change will be to create a new Police Strategic Planning Unit at Headquarters and Planning Units in each Division/Branch. These units will support a new active management structure of Tasking and Coordination at Force and Divisional level.

The Tasking and Coordination process will operate at both strategic (planning) and tactical (operational) levels.

At Force level, the Strategic Tasking and Coordination Group will annually set the priorities for the Service and ensure the correct balance of resource deployment. It will do this based upon the annual preparation and publication of two important assessments: The *Annual Report* - a focus on the performance during the past year and the *Annual Threat Assessment* - a review of problems, trends and developments faced in the past year and potential threats and trends forecast for the future. The Group will also take into account Government objectives and priorities (as articulated through the PBB process) and the wishes and views of the community we police. In this, we will also be guided by the views of a future national police authority. The Strategic Tasking and Coordination Group will publish an *Annual Policing Plan* as an open and public commitment to what we seek to achieve in the forthcoming year. The prime customers of these strategic products are the Government and the people of Mauritius. In the event of the creation of a national police authority, they too will become a customer of these products.

At a Divisional level, a Tasking and Coordination Group led by the Divisional Commander will meet on a regular defined schedule. Once a year, they will sit as a strategic group with the task of making sure that the Division is aligned to the priorities set in the Annual Policing Plan and those from future regional police advisory councils. More regularly (monthly), they will meet as a Tactical Group to look at the current problems of the Division and commission and allocate the responsibility to members of the Group for plans to tackle those problems.

The Divisional Planning Units will be the engine rooms for the Tasking and Coordination Process (as in a similar way the Police Strategic Planning Unit will be for the Force level process). They must produce the information which enables managers to make the right decisions. A set of information products produced to national standards will be necessary for the correct functioning

¹ Proactivity is about targeting prolific or dangerous offenders, linked crimes or crime series, hotspots (crime prone areas) or using crime reduction techniques

of the Tasking and Coordination process. These go beyond simple statistical data to an examination of the what, why, when, how, where and who. These products, in addition to being the essential information for the Divisional process, also provide the basis of the information upon which the Annual Threat Assessment is constructed.

Key elements for the success of this Pillar are the creation of the Police Strategic Planning Unit and Divisional Planning Units (with commensurate development of their personnel), the introduction of the Tasking and Coordination process and the development of a cultural shift in managers from one of reactivity to a balance between reactivity and proactivity. Initially, access to the data that we need to achieve our full potential will be limited as it is all currently kept on paper. Expansion of the Crime Occurrence Tracking System (COTS) and the exploitation of the benefits of IT in accessing data are two essential ingredients in this Pillar.

Intelligence-Led Policing - development of proactive responses

There is much talk in policing worldwide of ‘intelligence-led’ policing and proactivity. These systems have developed to improve the response where because of the nature of the offending or the sophistication of the offender, reactive investigation alone is insufficient. Mauritius cannot avoid thinking of these systems and indeed our Anti-Drug and Smuggling Unit has already benefited from the use of some of those advances. Proactivity¹ is a necessary addition to the skills of a modern police service. Where individual investigations have been unsuccessful but patterns of repeat offending identified, a proactive approach to vulnerable locations and prolific offenders can deliver results. More importantly an understanding of vulnerabilities and offender practice can be used to design crime reduction approaches.

‘Intelligence-led’ policing is a term that has the potential to be misunderstood - suggesting a wholesale move to covert policing and secret record keeping. Nothing is further from the truth. Intelligence-led policing is a contrast to a policing based solely on reactivity. In the reactive police force, a response is provided to calls and investigations are made after the event. The task of managers is to ensure sufficient resources and that procedures have been correctly carried out. In an intelligence-led police service, the key is knowledge and understanding. Managers are better informed through analytical products and their role in addition to ensuring the availability of resources and the correct conduct of procedures within investigations is to endeavour to make the demand less tomorrow. This means an understanding of matters beyond simple crime statistics, the active deployment of resources on identified problems, continual review of the sufficiency of existing procedures and a much greater involvement with the community in tackling and finding solutions for issues that matter to them.

So intelligence-led policing is not something restricted to the use of proactivity by a police service, but something that brings together basic information about what is happening, specific

data from crime investigations and intelligence from focused operations so that managers have a comprehensive overview of the issues and are able take holistic control of the solutions. In other words, it binds together the three service delivery areas of community policing, response and proactivity.

Over the years the MPF has embraced a policing style which has more or less consisted of “bolting” modern concepts, such as community and intelligence-led policing, on an inherently reactive model. However, this “hybrid” model has its limits: the additions sit as remote specialisms, failing to enter mainstream Mauritian police practice and starved of sufficient information and managerial engagement, fail to work as intended. The culture has basically remained a hierarchical and bureaucratic organization where officers tend to refer to and rely on the top management for instructions. This structure has tended to stifle managerial initiatives at all levels, which consequently nurtured a blame rather than an accountability culture. On the other hand specialization of investigative units has bolstered subcultures unfavourable to information / intelligence sharing within the force.

Our work in this Pillar will resolve these problems. The drive will be provided by the tasking and coordination process so that the implementation of proactive concepts in the MPF will have the following end results:-

- The development of a framework that allows proactive planning and decision-making;
- The implementation of an intelligence system which will provide the basis for operational decision-making relevant to all areas of law enforcement;
- The development of processes favouring a co-ordinated and targeted approach to crimes, criminals and other policing activities based on analytical products;
- The development of a structured information and data collection framework enhanced by a communication network within the service and with outside partners;
- A developed/enhanced proactive investigation capability that hinges on intelligence products;
- The development of IT to enable/enhance the various processes and establish a system which maximizes the use of established national systems by making the data available to a wide range of applications;
- Improved solutions through joint decision-making supported by information sharing and the identification and assessment of divisional and cross divisional problems;
- Partnership with outside stakeholders enabled by established line of communication, memoranda of understanding and information sharing frameworks; and
- The development of covert and surveillance capabilities (including new frameworks for the recruitment and management of informants) which would be enabled through legislation.

This is an ambitious target that cannot be achieved instantaneously. The development must be progressive, affordable and above all, understood by all police officers.

We will start this work at the Divisional/Branch level utilising the tactical role of the new Tasking and Coordination process and intelligence products produced by the new Divisional/Branch Planning Units. In practical terms, this means Divisional Commanders and their senior managers sitting as the Tasking and Coordination Group, creating and commissioning plans and operations to tackle identified problems, reviewing the progress of existing plans and operations², maintaining a performance review and ensuring the information which ‘fuels’ the process is kept flowing. The development of COTS to include an intelligence database capability will be essential.

As the resources to develop become available either by redeployment or investment, a tactical role for the Force level Tasking and Coordination Group will emerge, supporting Divisions/Branches in their achievement of the targets set in the Force Annual Policing Plan. It will use its deployment of centralized specialist resources in support of this role particularly by tackling those problems that affect a number of divisions or which are of sufficient size to be beyond the resources of an individual division to resolve.

This will require a Force Crime Intelligence Unit which will need to provide a service to the whole force in the provision of intelligence products which highlight threats and risk for the force as a whole. It would also need to deal with all incoming intelligence from outside the force and for evaluating, developing, analysing and disseminating it as required. To allow for the monitoring of standards in the most sensitive cases, the Force Crime Intelligence Unit would be the central point for authorising any intrusive covert work. This will facilitate external oversight and ensure that the Human Rights standards of necessity, proportionality and justification are met in every case.

We acknowledge sensitivities over the use of the word ‘intelligence’. We will write and publish a ‘Mauritius Intelligence Model’ in which we will define the procedures behind this process and set standards for data handling, ethical behaviour, integrity and security. We will also need to address cultural issues. This is not an approach just for some specialist but a process requiring a concerted effort by all parties including patrol officers, detectives, senior managers and the new roles within the Intelligence Units. The number of new roles is not extravagant. Initially we see the need for an Intelligence Manager and Analyst on each Division. As this approach develops, so additional posts can be envisaged.

² Plans and operations may be a mixture of responses using community policing, response resources or proactivity.

Enhancing Reactive Capability - a step change in the quality of our reactive activities

Reactivity is not new. It is the bedrock of our tradition with two major components: response to calls for assistance and the reactive investigation of crime, fatal road traffic accidents and other events.

We will continue to provide the emergency response and a reactive investigation service but developments are necessary if we are meet modern service standards. Those developments will:

- make it easier to contact us
- speed the initial contact
- provide a professional and high quality service
- keep the public informed
- ensure that the needs of the public count

We acknowledge that the way in which we respond to the public's emergencies, the competence of our crime investigation and the quality of our service all contribute to their feelings of safety and security. This Pillar is a commitment to fight crime and the fear of crime.

Emergency response

Demands on the emergency system have steadily increased over the past years because Mauritius has become busier through an increase in socio-economic activities. The existing system receives not only emergency calls but also non-emergency calls with the result that it is overloaded. To deal with the reality of increased demand, we will aim to upgrade the existing system. We recognise that the increased number of calls of a non-emergency nature is a symptom of the need to improve access by the community to our local stations and that the public need alternative ways of contacting us in less urgent situations.

The increase in over 30% in the number of emergency calls in the past four years requires action to provide the level of service expected. We will work with our service provider to upgrade the system and look to introduce service standards for response times at each stage of the emergency response process. These will be discussed with the community³ and once agreed, published as standards against which our performance as a Service can be measured.

In addition, we are aware that street crime has an effect on the public's fear of crime. Harmonization and better coordination of our units and re-orientating our methods of patrol and response to emergencies will enable us to improve our visibility, accessibility and responsiveness. The Tasking and Coordination process will be the mechanism to manage this and local managers

³ Through our newly developed community policing contacts

encouraged to use their initiative to both achieve the service standards (when set) and increase the visibility of patrols.

Some of this work will be long term. Our analysis shows many valid reasons why officers are not available to patrol. In extreme situations, this can be very low. This demands a thorough review of practices and the construction of service-wide solutions. We will begin such a review and work with partners to identify ways of realigning work so that police officers may increasingly be returned to their primary function of patrol.

There are two responses to improving the way in which we handle non-emergency calls. First, is the development of community policing which is dealt with below where local officers will be accessible to the community; second, and in this Pillar, we will examine the creation of a non-emergency number (hot-lines) which will take calls to local policing teams. We intend to pilot such a system early in 2010.

Reactive Investigation

Methodology in a reactive investigation service will always need to be kept in touch with modern developments. We acknowledge signs of tiredness in the system and are committed not only to ensure that our officers are thoroughly prepared for what they have to do but also that the support systems that enable them to work well, are in place. We note that the quality of evidence presented before the court and the treatment afforded to some suspects has been the subject of criticism by the judiciary and the public and we set ourselves the goal of promoting the highest possible standards of investigation.

The reactive investigation process is easily defined. The task is to find witnesses, physical and forensic evidence and use crime related data to identify suspects, then to interview in an objective and professional manner. We seek excellence in each of these areas with adherence to due process. Adherence to due process renders the product of any investigation fit for the judicial process and ensures we deliver on human rights.

Our research has identified some dysfunctional aspects to our infrastructure regarding the training and development of detectives, the gradual drainage of experience and conflicting work demands. Some of these aspects will be addressed by the developments planned for career development in the Human Resource Management Capability Pillar. Other issues will be tackled in this Pillar such as the development of a Code of Practice/Conduct for officers for Crime Investigation, a new approach to training and maximising our use of forensic services. To enable officers and supervisors alike to achieve new standards of investigation, we consider it essential to develop COTS to include a crime reporting system.

Whilst advances have been made in the use of forensic evidence, we must ask ourselves whether we have made full use of the potential. We need to work with the Forensic Science Laboratory on the development of procedures for DNA but in addition ensure that we are in proper partnership with them. To achieve this, we will enter into a Service Level Agreement with them where the standards and expectations of specific areas of activity by both parties are jointly defined and agreed. Regular joint monitoring of performance will lead to improvements in our scene of crime skills.

We have an ambitious Strategy but a necessary one. It addresses our relationship with the people of Mauritius and our performance which affects how people feel about personal safety and how the country is viewed by investors and visitors. It will enable us to support Mauritius in its ambitions as a modern democratic State in the global economy.

We acknowledge that the implementation of the Strategy will have its complications and complexities. Indeed that some features can only be progressed when resources and skills have become available. However, the fundamental difference in the Strategy to previous developments is that this is not about 'bolting-on' the latest techniques. Rather, it is about addressing our core business and culture.

To ensure the process is maintained, the Commissioner of Police will personally chair the senior group within the Mauritius Police on a regular basis to monitor and direct progress. The newly created Police Strategic Planning Unit will, in addition to its primary role of supporting strategic management and the annual planning round, provide the central focus and oversight for the change process. 'Champions' for each Pillar have been appointed who will provide the day-to-day lead on the development work.
